

# First Quarter Check-In

## Infrastructure & Operations Team

City of New Orleans

August 15, 2018



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# I. Capital Projects Administration

City of New Orleans

August 15, 2018



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## [A.] PROJECTS COMPLETED WITHIN THE FIRST 90-DAYS OF THE CANTRELL ADMINISTRATION:

- I. Brechtel Lagoon (Phase I)
- II. Gert Town Natatorium
- III. Gert Town (NOPD 2<sup>nd</sup> District) Police Station
- IV. Hardin Playground Concessions/Restroom Building
- V. Hunter's Field Building Addition
- VI. Keller Center
- VII. Low Barrier Shelter
- VIII. Nora Navra Library

## [B.] PROJECTS THAT STARTED CONSTRUCTION WITHIN THE FIRST 90-DAYS OF THE CANTRELL ADMINISTRATION





## I. Brechtel Lagoon (Phase 1)

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- Location – 4401 Lennox Avenue  
(Council District C)
- Project Team
  - Dana Brown and Associates,  
Architect
  - Cycle Construction, GC
- Funding
  - Bonds (\$1.3 million)

# I. Brechtel Lagoon (Phase I)



Phase I work included dredging and cleaning of the lagoon; site work to create an actual island at Scout Island and add a bridge to this island. These improvements will improve the water quality, lagoon safety and enhance the lagoon's usability and wildlife habitat.





Gert Town Natatorium (Pre-Katrina)



Gert Town Natatorium (New Facility)

## II. Gert Town Natatorium

- Location – 3411 Broadway Street (Council District B)
- Project Team
  - Grace Hebert (formerly HMS), Architects
  - Landis Construction, GC
- Funding (\$7.9 million)
  - FEMA (\$6.2 million)
  - Bonds (\$1.7 million)

## II. Gert Town Natatorium

The project scope includes construction of a new, 15,000 square foot natatorium with a 25-yard, 6-lane pool ranging depths from 3.5' to 10'-0".





### III. Gert Town Police Station (NOPD District 2)

- Location – 3411 Broadway Street (Council District B)
- Project Team
  - Concordia Architects
  - Kevin J. Smith Construction, GC
- Funding (\$8.3 million)
  - FEMA (\$6.6 million)
  - Bonds (\$1.7 million)

# III Gert Town Police Station (NOPD 2<sup>nd</sup> District)

The project scope includes construction of a new, 2-story, 17,000 square foot police station with 1<sup>st</sup> & 2<sup>nd</sup> floor lobby areas, roll call room, conference room (that can be used for community meetings), locker rooms, break room, exercise room and office spaces.





## IV. Hardin Playground Concessions/Restroom Bldg.

- Location – 3411 Broadway Street (Council District B)
- Project Team
  - Concordia Architects
  - Kevin J. Smith Construction, GC
- Funding (\$8.3 million)
  - FEMA (\$6.6 million)
  - Bonds (\$1.7 million)

## IV. Hardin Playground Concessions/Restroom Bldg.

The project scope includes construction of a new, 700 square foot concessions, restroom building with equipment storage space and an exterior 766 square foot covered patio.





## IV. Hunter's Field Building Addition

- Location – 1601 N. Claiborne Avenue (Council District D)
- Project Team
  - Volume Zero Architects
  - Huda Construction, GC
- Funding (\$1.85million)
  - D- CDBG (\$1,132,192)
  - FEMA (\$187,026)
  - Bonds (\$526,021)

## IV. Hunter's Field Building Addition

The project scope includes construction of a new 3,500 square foot building addition that includes two multi-purpose rooms, commercial kitchen with concessions window, restrooms, office and storage.





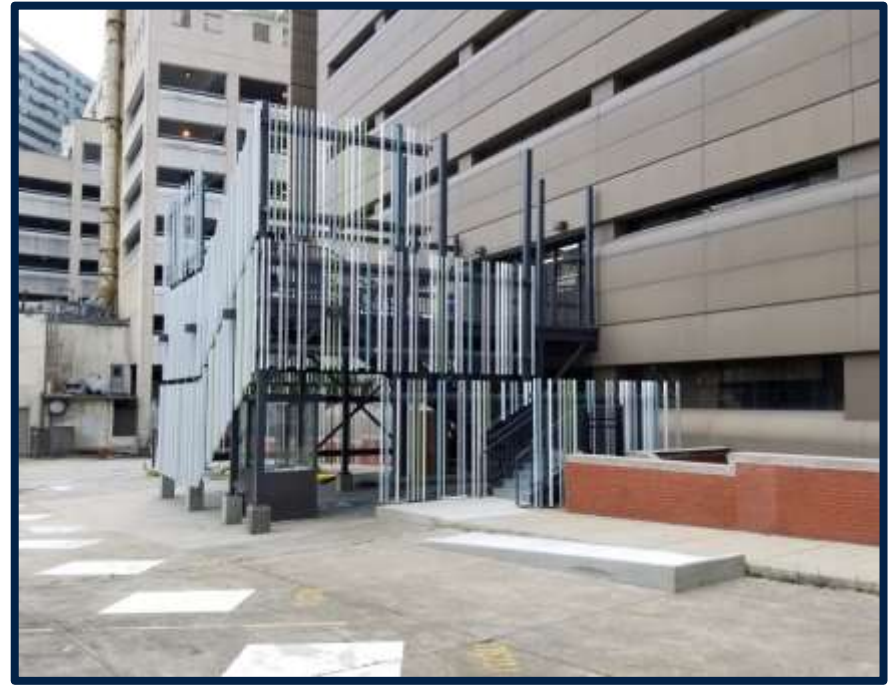
## V. Keller Center Multi-Purpose Building

- Location – 1814 Magnolia Street (Council District B)
- Project Team
  - Holly and Smith Architects
  - Huda Construction, GC
- Funding (\$889,836)
  - FEMA (\$883,857)
  - Bonds (\$5,979)

# V. Keller Center Multi-Purpose Building

The project scope includes construction of a new, 1,800 square foot multi-purpose building that includes a multi-purpose room, kitchen, restrooms and office space. The facility is being managed and operated by the Shalom Zone (a non-profit service provider).





## VI. Low Barrier Shelter

- Location – 1503 Gravier Street (Council District B)
- Project Team
  - Mathes Brierre, Architects
  - K.J. Smith Construction, GC
- Funding (\$2.6 million)
  - City (\$1 million)
  - DDD(\$1 million)
  - Other (\$600k)

# VI. Low Barrier Shelter

The project scope includes renovations at the 2<sup>nd</sup> floor of the old VA Hospital, Gravier St. Building. This 12,000 square foot renovation will create a 100 bed, 24/7 homeless shelter and include personal storage spaces, rest room and shower areas, separate dormitory sleeping spaces for men and women, warming kitchen, laundry segregated infirmary space and exterior deck. The facility will be co-located with the CRRC which provides social services to the homeless.





## VII. Nora Navra Library

- Location – 1902 St. Bernard Avenue (Council District D)
- Project Team
  - Manning Architects
  - CDW Services, GC
- Funding (\$3,756,157)
  - D-CDBG (\$3,075,922)
  - Bonds (\$622,563)
  - FEMA (\$57,672)

## VII. Nora Navra Library

The project scope includes construction of a new, 7,800 square foot neighborhood library that includes reading areas, computer stations, multi-purpose/meeting room, restrooms and office space.



# First Quarter – CONSTRUCTION STARTS

Within the first 90 days of the Cantrell Administration construction on the following projects started:

Nc	Project Name	Project Manage	Council District	Neighborhood	Architect/Engineer	General Contractor	Scope	Project Budget	NTP for Const.	Cnst. Substantial Completion Date
1	Kerry Curley Playground Improvements (NORD Project Package #4)	ND	E	West Lake Forest	Dana Brown & Associates	Cuzan Services	Playground improvements include: demolish HML poles, demolish existing backstop near Dwyer Canal; repair 8' chain link fence; restripe the existing basketball court; provide ADA compliant access to the park with concrete pathways and renovated clubhouse. Repair and renovate the Clubhouse Building of 1,340 SF with roof replacement, architectural repairs, HVAC replacement, electrical replacement and service, and plumbing replacement.	\$396,533	11-May-2018A	08-Oct-2018
2	Bunny Friend Playground Improvements (NORD Project Package #3)	ML	D	St. Claude	Linfield Hunter & Junius, Inc.	LLJ Environmental Contractors	The scope of work includes repairs and renovations to restrooms, concessions, office/storage, and improving ADA building access.	\$198,000	19-Jun-2018A	16-Oct-2018
3	Bodenger Playground	EB	C	Tall Timbers - Brechtel	SCNZ Architects, LLC	Malin Construction	Renovation of existing building (approximately 1,794 sq. ft.). Demolition/installation of new backstop, dugouts, and fencing, and installation of new basketball court with lighting and fencing.	\$640,616	21-May-2018A	16-Nov-2018
4	Public Art Installation at Crescent Park	PR	C	Bywater	Julien Engineering & Consulting, Inc.	Big Yellow Construction	Installation of a sculpture gifted to the City of New Orleans for the tricentennial commemorating the contribution of Latin American workers to the City.	\$50,000	04-Jun-2018A	12-Aug-2018
5	Municipal Yacht Harbor Marina Redevelopment	MV	A	West End	Moffatt & Nichol	TKTMJ	The redevelopment of the Municipal Yacht Harbor Marina is for a state of the art, 500 slip floating marina to include new utilities, an elevated restroom facility, a new sanitary pump out station and Life Safety and ADA compliance. The land based amenities will include secure entry locations, cart storage, waste and oil disposal, parking and signage.	\$26,179,724	15-Jun-2018A	17-May-2019
6	Gallier Hall Phase II - Historical Exterior Restoration	RD	B	Central Business District	Mark Design	Malin Construction	The architectural material analysis and condition assessment for the conservation and restoration of the Lafayette Street Façade, West and North Façades. Exterior restoration of the Lafayette Street Façade, West and North Façades, including but not limited to, the restoration of the exterior marble, stucco, plaster and cornice brick. Paint and re-glaze exterior windows	\$4,638,831	14-May-2018A	16-Feb-2019
TOTAL IN CONSTRUCTION								\$32,103,704		



# II. Project Delivery Unit

City of New Orleans

August 15, 2018



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- I. Addition of In-House EHP Staff
- II. GOHSEP Facilitated Procurement Trainings
- III. Emergency Contract Reviews
- IV. One-On-One Vendor/Contractor Meetings
- V. Collaboration Meeting with Associated General Contractors (AGC)
- VI. Hazard Mitigation Grant Program (HMGP)



# **I. Addition of In-House EHP Staff**

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# I. Addition of In-House EHP Staff

## Status Quo

- The city has been working to navigate the FEMA EHP process for JIRR projects for approximately a year and a half.
- Throughout this process, FEMA's EHP Team has been very generous with sharing information with the CNO & SWBNO's teams to keep these projects moving forward; however, the process would have moved more swiftly and more efficiently with more CNO in-house expertise.



# I. Addition of In-House EHP Staff

## Scope

- Over the past six weeks, the city has been working with FEMA EHP, SHPO, and Tribes to develop an Abbreviated Consultation Process, which should help to reduce EHP review times for 75% of all DPW/SWB joint submittals.
- This process modification will condense the approval process and help accelerate the number of projects that can be put out to bid for the construction phase of work. The target goal is 30 days or less review time for standard projects with no significant review.
- One of the Treatment Measures offered by the city was to hire in-house EHP staff: 1 EHP Specialist and 1 Archaeologist.



# I. Addition of In-House EHP Staff

## Improvement/Why It Matters

- Although the staff has not been hired yet, this staffing addition has the potential of significantly reducing the FEMA EHP review timeframe. Positions have been approved and posted as of 7/30/2018.
- Currently, most projects take between 60-90 days for FEMA to issue an approval determination. Areas of environmental or historic significance may take up to 180 days.
- FEMA EHP & SHPO have committed to assisting the city in defining the positions' duties, and both agencies will participate in all candidates' interviews.



## **II. GOHSEP Facilitated Procurement Trainings**

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## II. GOHSEP Facilitated Procurement Trainings

### Status Quo

- Although the city has been managing disaster grants for nearly 13 years, very few city staff who utilize Federal grant funds understand that there are differences between Federal procurement guidelines and the city's procurement rules.
- This lack of understanding has caused a wide array of reimbursement issues with GOHSEP for expenses eligible to our FEMA disaster grants.
- In the past, funding has been de-obligated by HUD OIG for failure to follow Federal Procurement guidelines.



## II. GOHSEP Facilitated Procurement Trainings Scope

- The PDU coordinated two Procurement Trainings both facilitated by GOHSEP's Legal Team.
  - The first workshop was geared towards Purchasing, the Law Department, and NOHSEP.
  - The second training included project managers from Capital Projects and DPW, as well as PDU staff.
- The workshops touched upon emergency procurement, audits, appeals, Federal procurement thresholds, common errors, and the importance of records keeping.



## II. GOHSEP Facilitated Procurement Trainings Improvement/Why It Matters

- Over the years, it has been challenging to socialize the differences between the city's procurement policy and Federal guidelines because the latter is typically more strict.
- The city is managing a \$3.5B grant program with FEMA Public Assistance and HMGP funding. It is important to have the funding obligated by FEMA, but it is more important to ensure we are adhering to all Federal guidelines which eliminate audit de-obligations by the OIG.



## **III. Emergency Contract Reviews**

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# III. Emergency Contract Reviews

## Status Quo

- In advance of every hurricane season, the PDU requests a list of all contracts that may be used by departments in case of an emergency situation.
- The purpose of this review is to gauge whether these contracts were procured in accordance with Federal procurement guidelines.
- This review process ensures that issues and areas of concern are identified before an emergency to assess what measures can be taken to get these contracts in compliance.



# III. Emergency Contract Reviews

## Scope

- Prior to the 2017 hurricane season, it was determined that 19 of the 33 contracts reviewed had significant areas of concern. However due to a very active season, the resources in the Law and Purchasing departments could not be diverted to create corrective action plans for these contracts.
- In May 2018, the PDU revisited this list of emergency contracts with stakeholders from Law and Purchasing to review general policy concerns as well as specific contracts needing corrective action.
- Both the Law Department and Purchasing have made commitments to completely research the Federal Code of Regulations to ensure projects and expenses funded by Federal grants follow Federal procurement rules.



# III. Emergency Contract Reviews

## Improvement/Why It Matters

- The city has never undergone a full review of all emergency contracts with the intention of re-procuring goods or services if the determination is made that we are operating outside of Federal procurement guidelines.
- In the past, the city would rely upon the development of cost analyses prepared by the PDU after procurement actions were taken in order to justify reimbursement with GOHSEP/ FEMA.
- GOHSEP/ FEMA's willingness to accept these cost analyses is waning, and the city no longer can justify a lack of understanding of Federal procurement guidelines after 13 years managing such a large grant program. Resistance to apply Federal procurement rules will hinder the city's ability to request funding for any future disasters.



## **IV. One-On-One Vendor/Contractor Meetings**

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# IV. One-On-One Vendor/Contractor Meetings

## Status Quo

- Historically, CNO has approved and funded Scope of Work changes in the form of Amendments and Plan Changes by architect/engineer vendors and contractors.
- The PDU initiated conversations with vendors, but the instances of approving significant scope increases above and beyond the “Not to Exceed” limits on contracts and for work not authorized in advance by the city was occurring consistently at great cost.



## IV. One-On-One Vendor/Contractor Meetings Improvement/Why It Matters

- The PDU Director has taken measures to not approve any contract amendments or plan changes not previously authorized by CNO Project Managers.
- All requests from vendors/contractors must be submitted in formal correspondence within the authority of city public bid law to be paid funds in excess to executed contract.



## IV. One-On-One Vendor/Contractor Meetings Improvement/Why It Matters

- The PDU team has initiated meeting with corporate principals to bring those contracts over budget or time constraint back in line with contract parameters.
- PDU oversight to stop multiple contract funding overrides and put contracts back on proper timelines for completion. This includes federal funded contracts for closeout and JIRR projects for road work.



## **V. Collaboration Meeting with Associated General Contractors (AGC)**

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## V. Collaboration Meeting with the AGC

### Status Quo

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- Vendors historically have complained about late payments.
- AGC reached out to ask the city to improve vendor payments and better working environment.



## V. Collaboration meeting with AGC Improvement/Why It Matters

- PDU has made additional efforts to pay vendors on time, in 45 days or less.
- Training given to companies on how to improve invoicing procedures.
- Companies called in for meetings with the city have historical issues with invoicing.
- PDU, DPW, CPA attending monthly meetings with AGC to address invoicing and also to brief on upcoming opportunities with the city.



## **VI. Hazard Mitigation Grant Program (HMGP)**

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# VI. HMGP

## Status Quo

- Broadmoor Project on hold pending scope confirmation.
- Projects in jeopardy of de-obligation by FEMA for construction/design delays.
- Benefit cost analyses incorrect due to contractor error.



# VI. HMGP

## Scope

- FEMA HMGP funds drainage improvements, as compared to replacement in kind FEMA funding.
- HMGP projects reduce flooding by up to 14 inches for intense storms through stormwater storage, green space improvements, and drainage system upgrades.
- This is the city's primary flood reduction strategy.



# VI. HMGP

## Improvement/Why It Matters

- PDU, CPA and DPW met with each consultant to revisit schedule, construction cost and scope.
- With NOHSEP, contracted outside party to assess benefit cost ratio of all projects.
- Projects projected at 1.0 BCA or above after PDU re-scoping efforts.
- Presented updated project timeline to FEMA Region VI.



# III. Department of Public Works

City of New Orleans

August 15, 2018



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- II. Bourbon Street, Phase II – Bid Opening
- III. DPW/SWB Dashboard
- IV. District C – Westbank Bond Program
- V. Pontilly HMGP




# I. Bid Authorizations & NTPs

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# I. Bid Authorizations & NTPs

## Status Quo



When Mayor Cantrell entered office, she encountered an effective moratorium on Public Works' authorization of 100% complete design packages for bid or issuance of construction Notices to Proceed (NTPs).

As a result, numerous DPW construction projects had been stalled, in some cases for several months, in the pre-construction phase.



# I. Bid Authorizations & NTPs

## Scope

For each project, Public Works & Purchasing jointly administer CNO's bid/award process, including:

- Bid advertisement
- Pre-bid conference
- Bid opening
- Bid evaluation and acceptance recommendation
- Preconstruction conference with low bidder
- Issue construction Notice to Proceed



# I. Bid Authorizations & NTPs

## Improvement/Why It Matters



Since May 7, 2018, the Department of Public Works has released more than \$105 million worth of bid authorizations and construction NTPs.


When completed, each of these projects will significantly improve local surface street and drainage conditions, while also advancing toward the city's goal of completing the Joint Infrastructure Recovery Roads (JIRR) Program by the FEMA-imposed deadline of December 2023.



## **II. Bourbon Street, Phase II – Bid Opening**

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## II. Bourbon Street, Phase II – Bid Opening Status Quo



When Mayor Cantrell entered office, the Bourbon Street Infrastructure Repairs – Phase II project was not authorized by the previous administration to enter into the public bid process.

As a result, the start of construction for the project had been delayed by several months. Anticipated start of construction slipped from May to August 2018.



# II. Bourbon Street, Phase II – Bid Opening


## Scope

This project will provide major improvements benefitting local residents, businesses, and visitors to the Bourbon Street corridor, including:

- **Better Drainage.** A larger, increased capacity drainage system will result in better management of storm water and reduce localized flooding.
- **Fewer Water Service Outages.** A better-designed water system will include multiple water valves per block allowing minimal service outages.
- **Better Sewer System.** A newly improved sewer system will minimize the need for future repairs, reducing the number of potholes caused on the roadway.
- **Enhanced Public Safety.** Upgraded lighting, more security cameras and a new movable safety bollard system will create a safer corridor to be used by pedestrians, bicyclists, and vehicular traffic.
- **Improved Quality of Life.** New, smoother pavement will reduce standing water in the roadway and bad odors/smells.
- **Enhanced Reliability.** A new, high pressure natural gas system, along with new electrical feeders, will provide more reliable services to local businesses.



## II. Bourbon Street, Phase II – Bid Opening Improvement/Why It Matters



Since May 7, 2018, the Mayor committed to moving the contract forward by having the bid package authorized and placed on the Purchasing website for public bid. This allowed the bid process to resume. The bid opened on July 26th and construction will begin in the September of 2018.

Keeping the project moving will allow for the improvements to quality of life for the corridor to occur sooner, promoting a healthier, safer area for all people.

The scope of the project was dramatically altered based on the lessons of Phase I, to ensure a lessened impact on French Quarter businesses, residents, and visitors.




## III. DPW/SWB Dashboard

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# III. DPW/SWB Dashboard

## Status Quo



One of the biggest obstacles to progress with the DPW/SWB joint infrastructure program was the difficulty of sharing data – including time-critical project status updates – between DPW and SWB.

Prior to the new administration, data was shared inefficiently via either in-person meetings or email exchange of Excel spreadsheets, because there was no capability for direct, real-time linkage of digital data between the two entities.



# III. DPW/SWB Dashboard

## Scope

DPW and SWB agreed to utilize DPW's Oracle-based "Dashboard" application to share a range of data including:

- Inventory of assets
- Project scopes of work
- CPM schedules
- Cost-tracking & contract administration data
- Inspection photos
- Maintenance logs



# III. DPW/SWB Dashboard

## Improvement/Why It Matters



First phase of implementation was accomplished on August 1, 2018, when SWB asset inventory and project scope/status data went “live” on the integrated DPW-SWB Dashboard.

For the first time, constantly changing and time-critical information about status of current SWB Engineering and Maintenance projects is now available to DPW project managers and other technical staff in real time – and vice versa.




## **IV. District C – Westbank Bond Program**

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# IV. District C – Westbank Bond Program

## Status Quo



When Mayor Cantrell entered office, the District C Westbank Bond Program had just started. DPW had only issued \$400,000 worth of work orders for a program that included a total of 15 streets designated for roadway and drainage improvements.

Failure to finish the program in a timely manner could result in additional risk of flooding and accessibility issues for local residents and businesses, especially during intense or sustained rain events.



# IV. District C – Westbank Bond Program

## Scope

The District C Westbank Bond Program is making the following improvements to a total of 15 streets:

- **Increased Drainage Capacity.** A rehabbed drainage system will result in better management of storm water and reduce localized flooding.
- **Improved Quality of Life.** New, smoother pavement will reduce standing water in the roadway and lower risk of individual damage claims by residents.
- **Enhanced Accessibility.** New ADA-compliant curb ramps at all intersections will improve access for disabled citizens. Better connectivity to RTA bus stops and local businesses will allow residents to arrive safely at their desired destinations.



# IV. District C – Westbank Bond Program Improvement/Why It Matters

Since May 7, 2018 seven (7) of the eventual total of 15 Westbank Bond Program roadways have started construction valued at approximately \$3.3 million.

Streets now under construction include:


- Arizona & Memorial Park (Tall-Timbers/Brechtel Neighborhood)
- Lamarque & Belleville (McDonogh Neighborhood)
- Berkley, Pittari, & Blair (New Aurora/English Turn Neighborhood)



# V. Pontilly Neighborhood Stormwater Network

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# V. Pontilly Neighborhood Stormwater Network Status Quo



When Mayor Cantrell entered office, this project was held up in the latter stages of the design phase.

Since that time, the project team worked aggressively to expedite final design review, and the DPW Director signed a bid authorization in July 2018.




# V. Pontilly Neighborhood Stormwater Network Scope

- The \$12M Pontilly Neighborhood Stormwater Network project will reduce flood risk and beautify green spaces in the Pontchartrain Park and Gentilly Woods neighborhoods through the construction of green infrastructure strategies, including:
  - Enhancements to the Dwyer Canal
  - Gold Course Bioswale
  - Stormwater Lots
  - Stormwater Parks
  - Street Improvements
  - Green Alleyways



# V. Pontilly Neighborhood Stormwater Network Improvement/Why It Matters



The Pontilly Neighborhood Stormwater Network project will reduce flood risk and beautify green spaces in the Pontchartrain Park and Gentilly Woods neighborhoods through the construction of green infrastructure strategies. The project will combine improvements to the Dwyer Canal with a network of interventions along streets, in alleyways, and within vacant lots designed to slow and store stormwater. These strategies reduce the burden on the strained drainage system, reduce land subsidence, and improve water quality – all while beautifying the neighborhood.



# IV. RoadworkNOLA

City of New Orleans

August 15, 2018



# I. Bourbon Phase 2

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# I. Bourbon Street Reconstruction – Phase 1 versus Phase 2

French Quarter proprietors and residents were outraged by many aspects of the Phase 1 reconstruction project in the 100-400 blocks of Bourbon Street. Following a number of city-led meetings that were held in July 2018 and coordinated in partnership with the French Quarter Business Association, French Quarter Management District and the Mayor's Office of Neighborhood Engagement, substantive changes were made to Phase 2 that address the interests of the myriad stakeholder groups.

- **Contractor Incentive:** Liquidated damages will be assessed (\$3,000 a day) for every day beyond the contractually agreed upon duration (exclusive of delays due to weather).
- **Public Safety:** Alternatives to the fencing will be implemented including water filled barriers as the base and lighter color screen. Additional lighting will be used to better illuminate the sidewalk on the block that is fenced off.
- **Work Plan:** Only one block will be fenced off and closed to vehicular traffic at a time.
- **Storage of Supplies / Equipment:** Construction supplies will be stored offsite (expect more traffic due to deliveries).
- **Mardi Gras Demobilization:** The contractor will completely demobilize all labor and materials from the site and temporarily backfill any trenches two weeks in advance of Mardi Gras in efforts to minimize pedestrian and vehicular traffic disruption.



# I. Bourbon Phase 2 Outreach & Communications

One of the fundamental lessons learned during Phase I was that continuous outreach and engagement during all phases of construction to set expectations, address concerns and communicate changes as quickly as possible were absolutely critical. Phase II work will consist of full reconstructing Bourbon Street between St. Louis and Dumaine streets (500-800 blocks). The following strategies and tactics will be implemented:

- Bi-weekly “Conversations on the Corner” meetings with businesses and residents on site.
- Weekly project updates on construction to more than 350 stakeholders.
- Maintaining a dedicated Bourbon Street project webpage on [roadwork.nola.gov](http://roadwork.nola.gov).
- Canvassing prior to planned service connection work.
- Work in partnership with Stay Local to provide support to businesses during construction.
- Work in partnership with the French Quarter Business Association, French Quarter Management District, Vieux Carre Property Owners, French Quarter Citizens, etc. to ensure the broadest possible reach of information.
- Consistent communication with individual businesses and property owners as issues come up.
- Collaboration with the New Orleans & Company regarding positive branding for the project.
- News releases for temporary intersection/street closures as needed, often weekly.
- Regular progress updates on RoadworkNOLA social media platforms (Facebook, Instagram and Twitter).
- Improved communication at the local, national and international level regarding the significance of the project.



# I. Bourbon Phase 2

## Improvement/Why It Matters

- Bourbon Street is one of the most iconic streets in the world, and it has been more than 100 years since the utilities were replaced in the 500-800 blocks. There is a real opportunity to regain some of the credibility that was lost during Phase 1 and to do better in Phase 2 -- better in terms of how the city manages the overall project, in terms of meeting the schedule that is communicated publicly, in terms of partnering with the various stakeholder groups, and in terms of shaping the story of this project locally, nationally and internationally.



# V. Property Management

City of New Orleans

August 15, 2018



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- I. Overtime Reduction
- II. Vendor Assessment
- III. Personnel Management
- IV. Contract Management



# I. Overtime (OT) Reduction

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# I. Overtime Reduction

## Status Quo

- Employees were clocking at least 5-10 hours per week of time over their scheduled 35 or 40 hour work week.
- Property Management did not budget for overtime.
- For the 5 pay periods prior to leadership change, the average OT spent was about 25K.



# I. Overtime Reduction

## Scope

- Issued written policy requiring written approval of OT by Director/Deputy.
- Directed work to occur during normal business hours when possible.
- Requested division heads to review schedules to better deploy resources.



# I. Overtime Reduction

## Improvement/Why It Matters

- Last pay period: \$17k in OT (reduction of \$8k).
- Expectation is a further reduction for next pay period.
- Allows for realistic budgeting for 2019.



## II. Vendor Assessment

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## II. Vendor Assessment

### Status Quo

- Vendors have not been held accountable for work performed.
- Work was not distributed equitably amongst contractors.
- Only one estimate obtained for non-emergency repairs for a majority of projects.



## II. Vendor Assessment Scope

- Staff reviewing past & current work of contractors.
- Increase rotation of under-utilized contractors.
- Obtaining multiple bids for non-emergency projects.



## II. Vendor Assessment Improvement/Why It Matters

- Reduces reliance on a single vendor.
- Will reduce cost to city by improving competition among vendors.
- Increased attention to line items within JOC proposals.



# III. Personnel Management

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# III. Personnel Management

## Status Quo

- Uncomfortable work environment and extremely low staff morale.
- No accountability for managers.
- Lack of clear job descriptions and organizational chart.



# III. Personnel Management

## Scope

- Hired personnel professional with years of experience at the city.
- Working with CAO's office to schedule harassment training.
- Meeting with division heads & employees to learn current responsibilities and needs.



# III. Personnel Management Improvement/Why It Matters

- First new hire addresses department's greatest need.
  - Creates open line of communication to management to address HR issues.
- Clear job descriptions and reporting structures will allow for coaching & accountability.



## **IV. Contract Management**

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# IV. Contract Management

## Status Quo

- Current scopes of contracts written poorly.
- Some services procured incorrectly.
- Vendor performance not being closely monitored.
- No dedicated staff for contract management.



# IV. Contract Management

## Scope

- Re-drafting & bidding contracts with better defined specs.
- New bids for contracts where services were procured incorrectly and/or performance lacking.
- Training a staff member to assume contract manager responsibilities.



# IV. Contract Management Improvement/Why It Matters

- Timely renewal or ITBs for contracts.
- Will provide improved services from existing contractors.
- Better oversight of contracting process from req. to check.



# VI. Department of Sanitation

City of New Orleans

August 15, 2018



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- I. Recycling Opportunities & Awareness
- II. Enhanced Sanitation Enforcement
- III. Special Event Education



# I. Recycling Opportunities & Awareness

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# I. Recycling Opportunities & Awareness

## Status Quo



- Lack of new recycling opportunities or promotion to increase participation among city residents and affect landfill diversion rate.



# I. Recycling Opportunities & Awareness Scope



- The Department of Sanitation launched several new recycling initiatives to increase resident participation and awareness. The new initiatives will also increase the city's landfill diversion rate.
  - **Expanded Recycling Drop-Off Program:** Doubled the number of recycling drop-off days from once per month to twice per month.
  - **New Recycling Carts:** Executed contract for new blue recycling roll carts with city branding. Sanitation to partner with Communications and NEO to publicize arrival in August.
  - **Take Back Legislation:** Drafted State legislation to create take-back program for unwanted electronics.



# I. Recycling Opportunities & Awareness Improvement/Why It Matters



- The newly launched recycling initiatives will increase resident participation and awareness, directly impacting the city's landfill diversion rate.
  - **Expanded Recycling Drop-Off Program:** Adding a second day each month will provide residents with an additional opportunity to recycle and safely dispose of harmful products.
  - **New Recycling Carts:** City branded blue carts will bring awareness to the city's curbside recycling program and will serve as a strong marketing tool in getting the remaining 80k eligible service locations registered and recycling.
  - **Take Back Legislation:** Approved legislation authorizing take back of electronics by manufacturers will reduce Sanitation's disposal cost and ensure convenient and safe disposal.



## **II. Enhanced Sanitation Enforcement**

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## II. Enhanced Sanitation Enforcement

### Status Quo

- The Department of Sanitation has limited enforcement capabilities. Rangers can only issue warnings to property owners for littering and dumping violations.



## II. Enhanced Sanitation Enforcement Scope

- The Department of Sanitation has partnered with the Law Department to amend existing city ordinances and draft new City and State ordinances to provide Rangers will enhanced enforcement powers.
- Adoption of the ordinances will grant Sanitation Rangers the ability to issue citations, which will be adjudicated through the Safety and Permits administrative hearing process.



## II. Enhanced Sanitation Enforcement Improvement/Why It Matters

- In order for the Department of Sanitation to effectively enforce the city codes, we must provide the required tools and remedies.
- Granting Sanitation Rangers the ability to issue citations will allow them to hold the most severe and chronic littering and dumping violators responsible and subsequently, improve the quality of life for the surrounding neighborhood.
- Enhanced enforcement will motivate property owners to resolve issues and will serve as deterrent to potential violators.



# III. Special Event Education

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# III. Special Event Education

## Status Quo

- It has been several years since the city hosted a Special Events Workshop to engage and educate special event organizers.



# III. Special Event Education

## Scope

- The Department of Sanitation hosted a Special Events Workshop on July 26, 2018 to provide information related to sanitation plans and permitting.
- Local vendors that provide clean-up, recycling, and composting services for special events were present to share information with event organizers.
- Several event organizers shared their best practices as related to special event clean-up, recycling and composting.



# III. Special Event Education

## Improvement/Why It Matters

- Sanitation, Safety & Permits, and local vendors were able to share information with over 50 event organizers on best practices and answer questions.
- Bringing all stakeholder groups together allows for the exchange of ideas and collective discussion on how the city can achieve its resiliency goals, while preserving the uniqueness of New Orleans special events.



# VII. Department of Parks and Parkways

City of New Orleans

August 15, 2018



# Contents

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- I. Lennox Blvd. Neutral Ground Restoration and Tree Planting



# **I. Lennox Blvd Neutral Ground Restoration and Tree Planting**

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# I. Lennox Blvd Neutral Ground Restoration and Tree Planting

## Status Quo

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- Parkways met with Entergy to review tree-related issues due to the low hanging three-phase power lines along the entire length of the neutral ground from General DeGaulle Drive to the Tullis Ave. turnaround.
- The Lennox Blvd. neutral ground currently has 132 trees; 101 of these trees (76%) have been identified as needing removal based on each tree's individual assessment.
- Parkways Urban Foresters have assessed each tree with respect to Parkways criteria for removal, including overall health, structural stability, canopy balance, and proximity to conflicts.
- Trees are to be removed for a variety of reasons, including: location under the three phase power lines; improper pruning including topped canopies; structural weakness; co-dominate leaders and leaning trunks; trunk decay and cavities; declining health, damage, and age; and, sightline issues.



# I. Lennox Blvd Neutral Ground Restoration and Tree Planting Scope

- The species of the 101 trees to be removed include: Pine, Chinese Elm, Red Maple, Magnolia, American Elm, and Oleander.
- The species of the 31 trees to remain include: Live Oak, Water Oak, Pine, Magnolia, Crape Myrtle, Magnolia, Bradford Pear, Loquat, and Sago Palm.
- Proposed replacement includes a total of 75 trees, including: *Ilex x attenuata* 'Eagleston' (Eagleston Holly); *Lagerstroemia x 'Tuskegee'* (Tuskegee Crape Myrtle); *Magnolia grandiflora* 'Alta' (Alta Magnolia); *Magnolia virginiana* (Sweetbay Magnolia); *Quercus texana* (Nuttall Oak); and, *Taxodium ascendens* (Pond Cypress).
- The project includes restoration of areas of turf and soil within the neutral ground which have eroded or suffered subsidence over time.
- Tree removal to take place in late summer and restoration will take place during the fall/winter planting season in 2018-2019.



# I. Lennox Blvd Neutral Ground Restoration and Tree Planting Improvement/Why It Matters

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- This project doesn't require allocation of operating funds or other resources; project funding is being provided through city bond funds remaining after the completion of the Jackson Square restoration project, now earmarked for use elsewhere in District C.
- Entergy and Parkways are proactively addressing these trees as potential liabilities for the city; the trees will continue to decline and won't recover their capacity to contribute to the sustainability of the urban forest positively, unlike the proposed new trees, based on species selection and placement in context.
- Entergy is partnering with Parkways and will cover the removal cost of all trees identified by Parkways as those to be removed.
- The newly planted trees will be installed according to Parkways planting guidelines, to minimize conflicts with overhead power lines, vehicular traffic, and street lighting.
- Better street lighting and clear sight lines improve visibility, safety, and security along the boulevard.
- Turf and soil restoration will provide for easier maintenance and will support the long term stability of roadside curbing.

